



# Indiana Office of Community and Rural Affairs



## Indiana Main Street Board Member Orientation

**Jackie Swihart, IMS Coordinator**

**Abby Chapman, IMS Manager of Outreach & Organization**

# Agenda

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Overview of OCRA

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Background on NMSC

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Indiana Main Street

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Board Responsibilities

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Roles

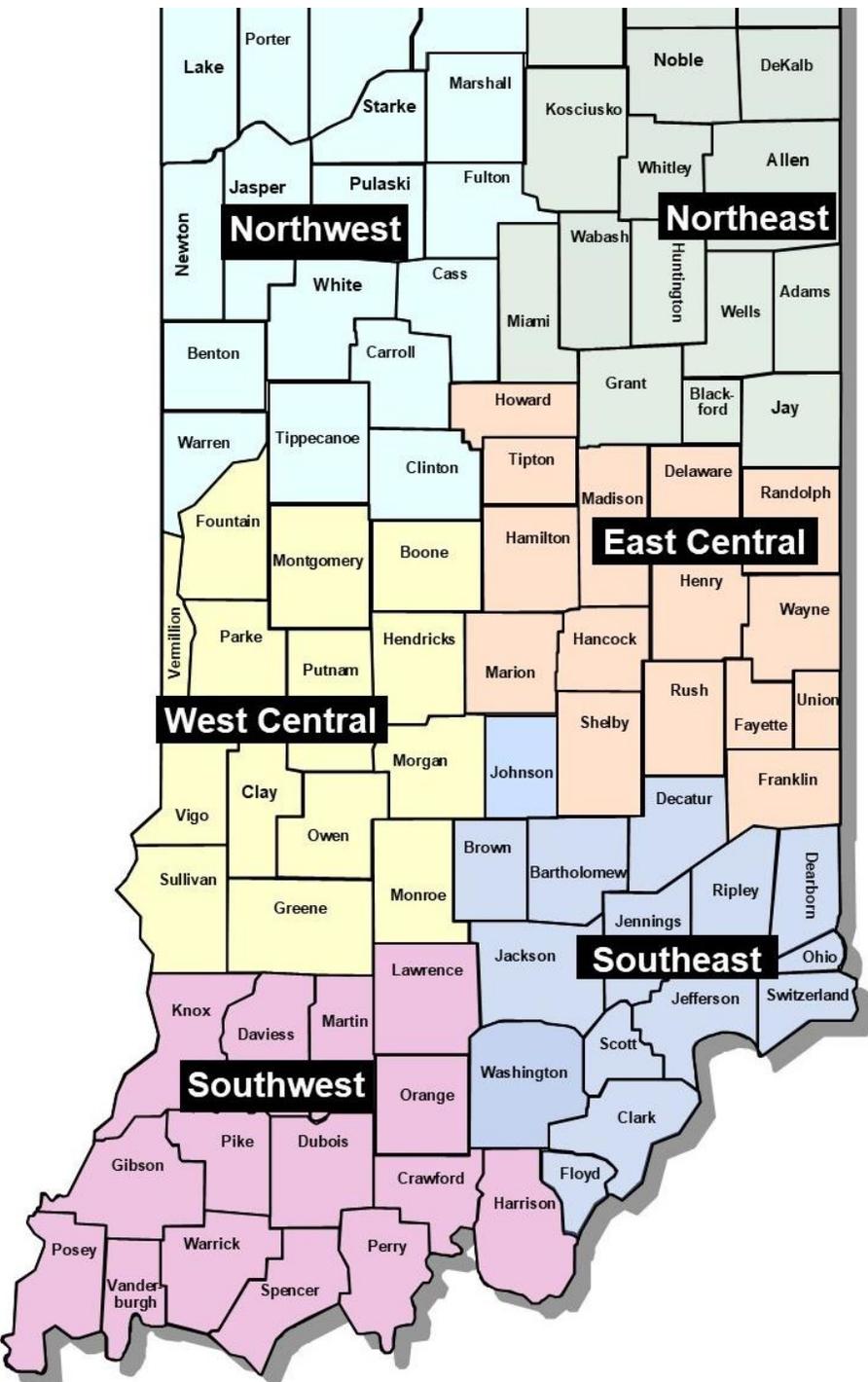
# Office of Community and Rural Affairs

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**VISION:** OCRA works with Indiana communities to build relevant and economically thriving places where people want to live, grow, work and play.

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**MISSION:** OCRA works with local, state and national partners to provide resources and technical assistance to aid communities in shaping and achieving their vision for community and economic development.



# OCRA Community Liaisons

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## **Northwest**

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## **Southwest**

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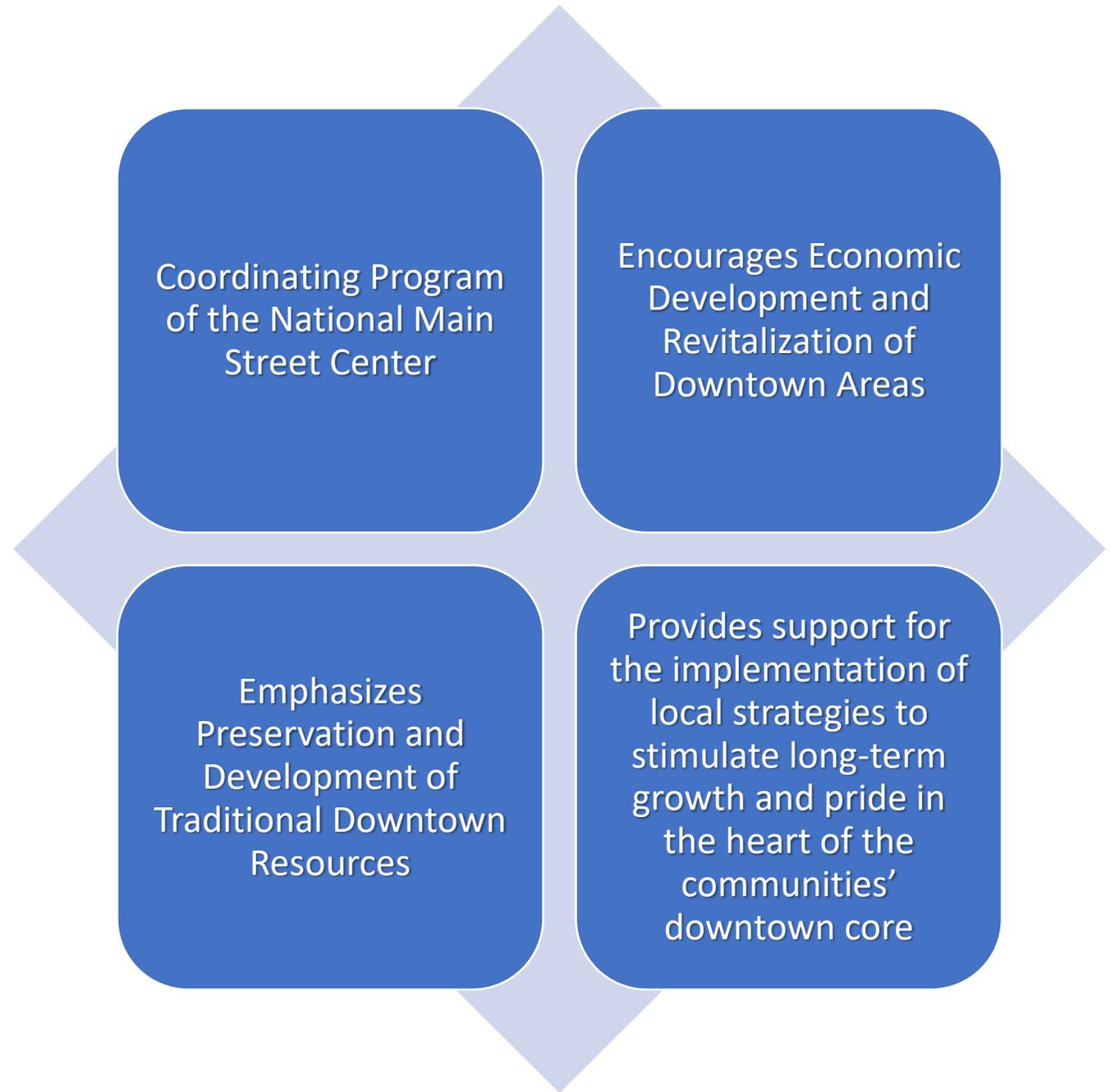
## **East Central**

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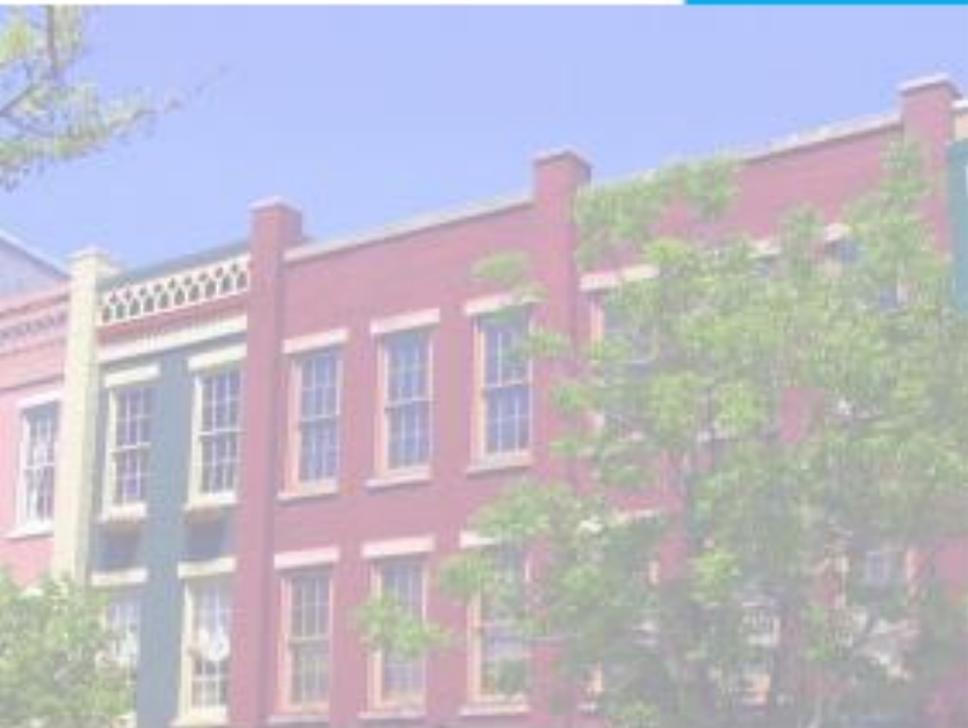
# Indiana Main Street Program



# Main Street Education & Training Opportunities

## IMS Events & Training's

- **Community Exchanges**
  - A time for networking and knowledge
- **Great Lakes Main Street Conference**
  - A newer conference that was developed by Indiana Main Street to bring together all Main Streets across the Great Lakes
- **National Main Street Conference: *Main Street Now***
- **Trainings scheduled throughout 2020-21 by NMSC**
  - See IMS webpage “Education & Training” for dates



Using Downtown Spaces  
Respond to COVID

# Network Resources

- [IMS Facebook Group](#)
- [IMS Education & Training Page](#)
  - Toolkits:
    - Using Downtown Spaces to Respond to COVID-19
    - Communicating During a Crisis 101
    - Absentee Property Owners 101
    - Code Enforcement 101
    - MOU & Contract for Services 101
  - Upcoming Trainings
- Bi-monthly regional phone calls
- Indiana Main Street handbook



# IMS Program Managers

**Jackie Swihart**

IMS Coordinator

**Abby Chapman**

IMS Manager of Outreach and  
Organization



# National Main Street Center

a subsidiary of the  
National Trust *for* Historic Preservation

## National Main Street Center: Background

- NMSC was developed in the late 1970's to help communities revitalize their downtown areas
- Started as a program of the National Trust for Historic Preservation
- Launched as an independent subsidiary of the National Trust in 2013
- Rebranded as Main Street America in 2015
- Madison, IN was one of three communities nationwide to participate as a pilot
- Legislation was passed in 1985 to establish the Indiana Main Street Program

# The Point

Interact and share resources with your peers – any place and any time.

Main Street  
America  
Network  
Resources

- [Main Street Forward](#)
- [COVID-19 Resources](#)
- [Main Street Blog](#)
- [Main Street Now Conference](#)
- [Main Street America Institute](#)
- [Main Street Resource Center](#)
- [Field Services](#)
- [Main Street Insurance](#)
- [The Point](#)



## **National Accreditation Standards of Performance**

1. Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors
2. Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage
3. Has a comprehensive Main Street work plan
4. Possesses an historic preservation ethic
5. Has an active board of directors and committees
6. Has an adequate operating budget
7. Has a paid professional program manager
8. Conducts a program of ongoing training for staff and volunteers
9. Reports key statistics
10. Is a current member of the Main Street America™ Network

# Accreditation & Evaluation

## Accreditation:

- As a coordinating program, Indiana Main Street accredits local programs

## Evaluation:

- Nationally Accredited Communities:
  - A yearly visit for evaluation focused on NMSC's standards of accreditation
- Indiana Main Streets:
  - A visit every three years from a Community Liaison to evaluate program, what areas of growth are needed, etc.

# Return on Investment Data





**Volunteers**  
**7,448**



**Volunteer Hours**  
**158,405**



**Net jobs created**  
**2,127**

**1003**  
FT

**1124**  
PT

**Buildings Renovated**  
**6,979,193**

For every community with an Indiana Main Street program, there's an average of \$5.5 million in public and private investment in the downtown. This makes Main Street one of the most successful economic development strategies in America.

**Total businesses in Main Street**



**500**

**11,783**

**278**

**New Buildings**

**Total: \$83,635,579**

**\$688M**

\$687,841,868

**Total Investments on Indiana Main Streets**

**Net New Businesses**

New: 523  
Relocated: 168  
Expanded: 175

# Takeaways

## Main Street Makes a Place:

- “The place is becoming more important than the product.” –National Association for Realtors

## Placemaking IS economic development:

- “Economic development is really the result of creating places where people want to be.” – Oklahoma City Mayor, Mick Cornett

# The Main Street Approach™

- Offers community-based revitalization initiatives with a practical, adaptable framework for downtown transformation that is easily tailored to local conditions
- Begins with creating a vision for success that is rooted in a solid understanding of the market realities of the district and is informed by broad community engagement



# Common Misconceptions About IMS

Main Street programs  
are not just party  
planners

- They ARE economic development organizations

The Indiana Main  
Street program is not  
a grant program

- It's a long-term, community-driven, volunteer program

Main Street programs  
are not the same as  
an EDC or Chamber

- There's room for all to work together collaboratively

Build a diverse economic base | Catalyze smart new investment | Cultivate a strong entrepreneurship ecosystem

Create an inviting, inclusive atmosphere | Celebrate historic character | Foster accessible, people-centered public spaces

**ECONOMIC  
VITALITY**

**DESIGN**

**COMMUNITY  
TRANSFORMATION**

**ORGANIZATION**

**PROMOTION**

Build leadership and strong organizational capacity | Ensure broad community engagement | Forge partnerships across sectors

Market district's defining assets | Communicate unique features through storytelling | Support buy-local experience

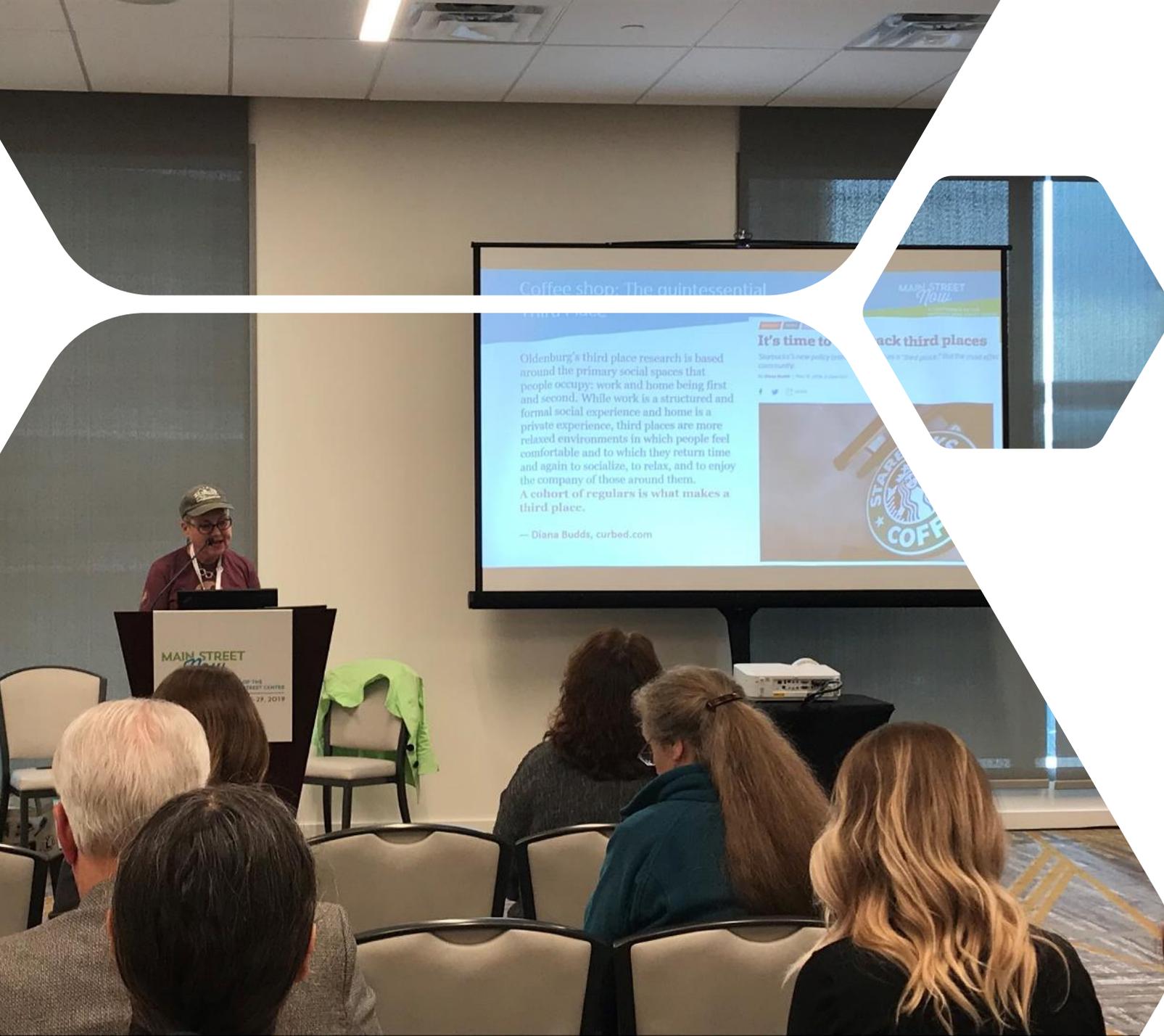
# Design

- The first purpose of design is to guide and implement physical changes in the Main Street district that makes it physically attractive to shoppers, investors, business owners and visitors.
- The second purpose is to protect historic properties and encourage and celebrate new development.



# Sample Projects: Design

- Conduct survey of downtown buildings
- Develop façade improvement financial incentives
- Conduct storefront improvement workshops
- Develop design guidelines publication
- Establish relationship w/ building inspector and discuss historic building regulations
- Distribute brochure on design services
- Identify priorities for public improvements
- Conduct survey of downtown parking supply
- Produce building renovation drawings
- Conduct building visits with owners
- Target building renovations
- Hold “Downtown Clean-Up Day”
- Hold seminar on rehabilitation technology for local contractors
- Assist owners with National Register nominations
- Placemaking
- Streetscape initiatives



# Organization

- A strong **organizational** foundation is key for a sustainable Main Street revitalization effort which focuses on ensuring that all organizational resources (partners, funding, volunteers, etc.) are mobilized to effectively implement community transformative strategies.

# Typical Organizational Structure

- Distinct organization and governing body
- Typically 501(c)3 nonprofit



# Samples Projects: Organization

- Help build strong, productive working relationships among partners
- Develop and maintain systems to track the progress of the MS org
- Represent the MS program at the local, state, and national levels
- Coordinate the activities of the MS committees
- Facilitate the recruitment and management of volunteers
- Develop a comprehensive fundraising plan
- Conduct membership campaign
- Write a monthly newsletter for MS constituents
- Set up a budgeting and accounting system
- Conduct orientation and “placement” for volunteers
- Participate in staff performance evaluations
- Solicit sponsorships for specific projects
- Execute a contract for service with city hall

## Promotion

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- By marketing the district's unique characteristics to shoppers, investors, new businesses and visitors, an effective **promotion** strategy forges a positive image through advertising, retail promotional activity, special events and marketing campaigns carried out by local volunteers. It also serves to improve consumer and investor confidence in the district.



# Sample Projects: Promotion

- Develop a Main Street logo
- Prepare media kits for program
- Publish annual “Main Street Events” calendar
- Organize co-op advertising for retail events
- Install banners with logo on Main Street
- Create downtown business directory
- Launch image ad campaign
- Organize local heritage festival
- Coordinate holiday lighting and decorations
- Present Spring event
- Co-sponsor Halloween contest with school
- Launch new shopping hours campaign
- Plan Main Street sports car show
- Co-sponsor historic tour with historical society

# Economic Vitality

- The purpose of **economic vitality** is to strengthen a community's existing economic assets while diversifying its economic base.
- By helping existing businesses expand and recruiting new ones to respond to today's market, the Main Street program helps convert unused or underutilized space into economically productive property and sharpen the competitiveness and profitability of businesses.
- Cultivate entrepreneurial spirit/culture
  - Create and maintain an entrepreneurial network
  - Attract entrepreneurs to the Main Street district
- Grow entrepreneurial ventures
  - Be a downtown business center
  - Facilitate access to existing human and financial capital



# Sample Projects: EV

- Work with area colleges to develop retail management classes
- Conduct an inventory of businesses in the commercial district
- Establish financial incentive programs to stimulate priority investments
- Track and analyze how the community's demographic changes may affect Main Street
- Identify sources of small business development and property rehabilitation financing
- Visit nearby towns to identify potential business prospects
- Develop a list of the commercial district's property owners to solicit their participation
- Hold a meeting for area realtors and tell them about the Main Street program
- Survey downtown businesses: ask about their customer base and trends
- Develop color-coded maps to show how each building in the district is used
- Develop a business recruitment packet
- Bring in a business consultant to work 1:1 with MS business owners to strengthen their operations and marketing strategies

# Boards at Work

- Collectively, the board of directors **assumes legal and philosophical responsibility** for the Main Street Organization's activities. It must **educate, build consensus, stimulate action** in the commercial district, and **involve volunteers in the revitalization process**.
- As the direction of the program evolves and creates new opportunities, the Board's role in each of these areas may change. There are, however, certain basic responsibilities that remain constant throughout the life of the organization:



# Boards at Work

- The Board is ultimately responsible and accountable for the MS org
- Can delegate daily management to ED/committees, but cannot delegate review of the **program's budget and plans** or the **monitoring and evaluation of the program's effectiveness**
- Main Street Boards are both governing boards AND working boards
- Main Street Boards deal with the present AND the future
- Main Street is volunteer driven, not staff driven
- Board has sole responsibility to raise the money, not the staff



# Boards at Work

The Board must always represent the larger view of **WHY** commercial revitalization is crucial for the entire community

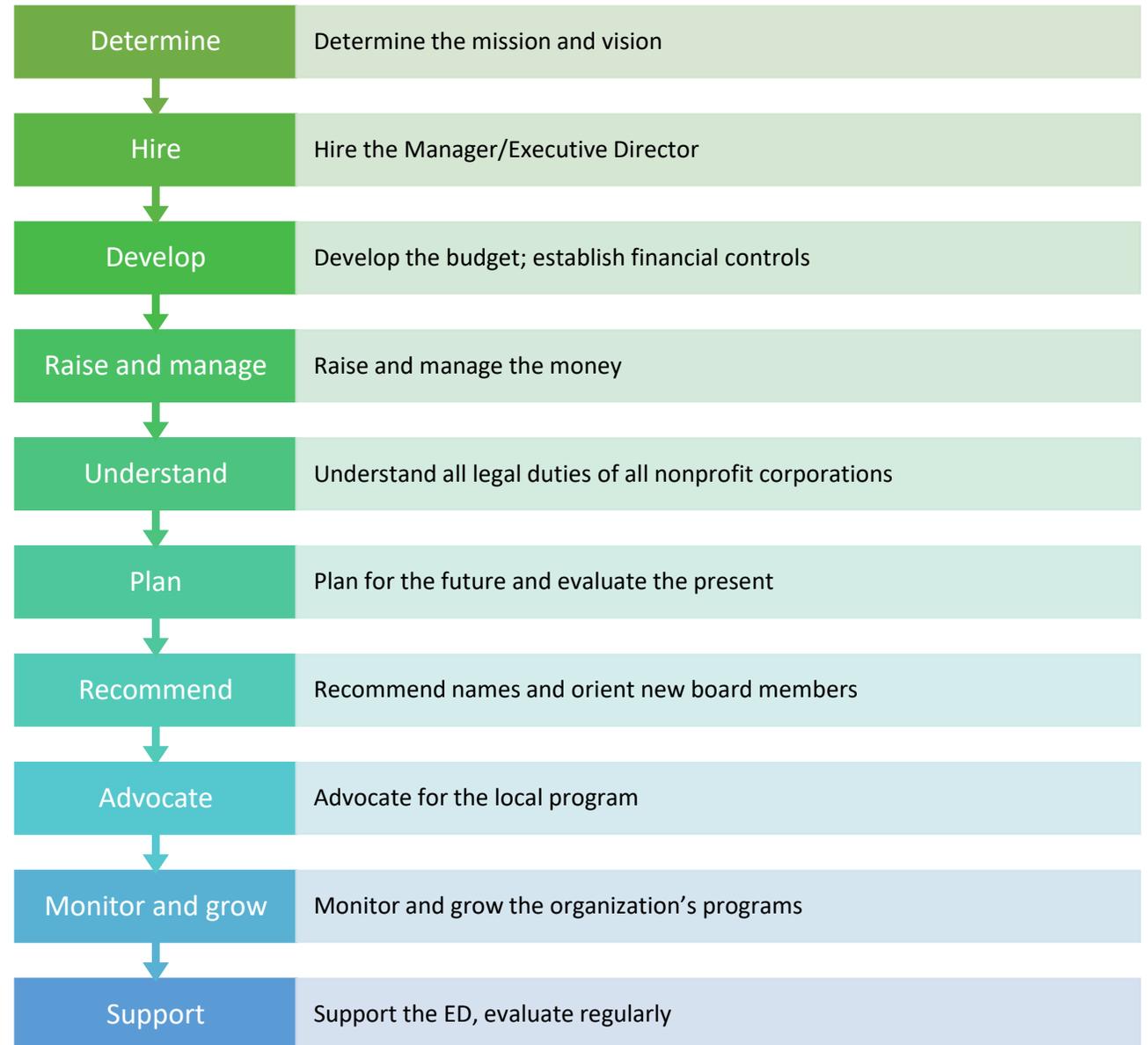
It serves as an **advocate** for the MS org's interest and ensures the community has a comprehensive understanding

Also responsible for **fostering community acceptance of and involvement** in the process as well as public/private partnerships

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# 10 Main Street Board Responsibilities



# Board Responsibilities

Jointly, the Board is responsible for the following aspects of the program:

- Policy
- Funding and Financial Management
- Personnel
- Committee Oversight
- Planning and Doing
- Monitoring, Evaluating and Communicating Value

# Board Responsibilities

The Main Street Board is responsible for adopting and abiding by policy in order to:

- Establish and/or continue the legal existence of the program
- Ensure that the program fulfils legal requirements in the conduct of its business and affairs
- Determine program's purposes, governing principles, functions and activities, and course of action
- Assume responsibility for internal policies governing the program

# You're a Board Member, Now What?

Expect to work at least 4-10 hours per month

Attend and contribute to Board meetings

- Guide and monitor the work of the organization
- Understand the current state
- Reinforce its shared purpose
- Inform and inspire other Board members
- Address and resolve conflict
- Encourage dialogue on significant issues and strategic direction
- Coordinate people and activities

# You're a Board Member, Now What?

## Develop Board Policies

- Relate to the governance of the organization, not day-to-day operations

## Develop Operations Policies

- Relates to day-to-day operations

## Manage Annual Operating Budget

- Ensures org runs at peak efficiency
- Should translate annual goals into financial data by projecting revenues and expenditures for each activity/task

# You're a Board Member, Now What?

## Fundraise

- Develop long-term fundraising/sustainability plan
- Support all fundraising activities of the org
- All Board members make financial contribution to the extent that they are able

## Develop Personnel Policies

## Support Executive Director

# Typical Main Street Board Tasks

- Adopt the yearly work plan
- Adopt the yearly budget
- Review and approve monthly financials
- Hire, reward or terminate ED
- Establish a chain of command
- Review IRS 990 form before filing
- Set policies and update as needed
- Review mission and vision statements regularly
- Create and follow long term plans
- Understand risk management
- Plan an orderly succession process
- Assist in “friend raising”
- Become a walking, talking advocate for downtown

# Main Street Board Commitment

- Serve on 1 committee
- Attend as many Board meetings as possible  
– call into the meeting if you can't be there  
in person
- Attend and support most events and third-  
party events in the downtown
- Financially support the organization
- Represent board positions without bias
- Don't talk to the press



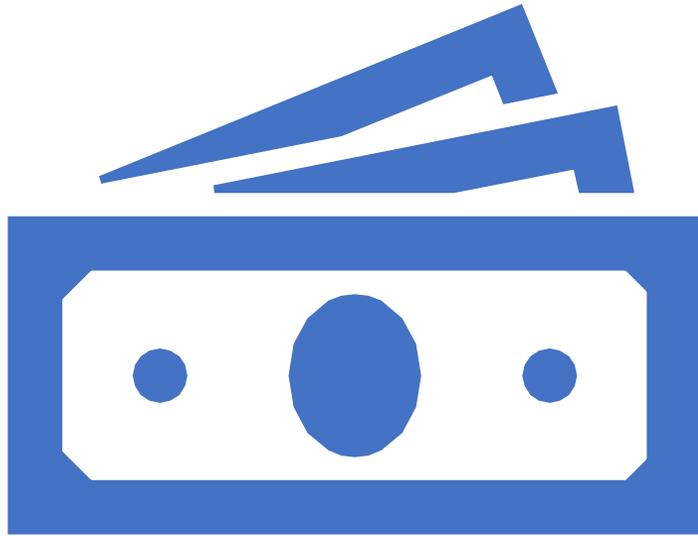


# Other Board Tasks

<b>Attend</b>	Attend IMS and other relevant trainings
<b>Go</b>	Go to the National Main Street conference
<b>Network</b>	Network with merchants/property owners
<b>Visit</b>	Visit with merchants
<b>Present</b>	Present at City Council meetings

# Board's Role in Fundraising

- Board develops the annual budget
- Makes individual donations
- Assures there is adequate money to operate
- Monitors program finances monthly
- Approves expenditures through work plan process
- Develops a long-term funding strategy



# Being a Better Main Street Board Member



Read and know your bylaws



Understand policies and procedures



Be familiar with Strategic Plan

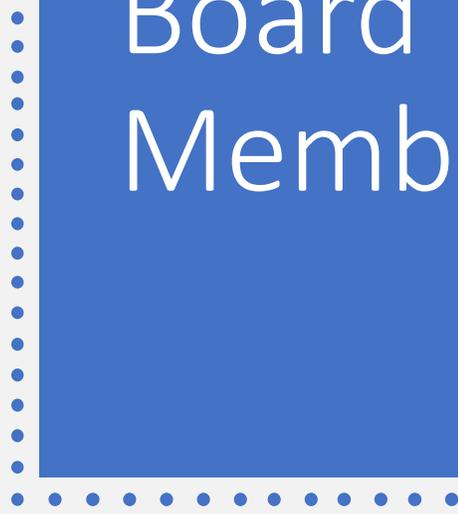


Memorize your mission statement



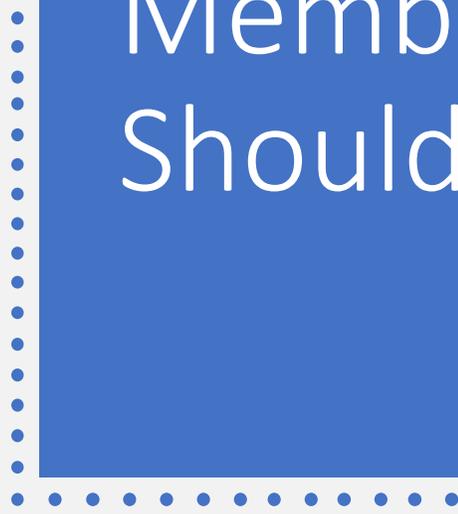
Avoid conflict of interest

Understand what it is—  
conflicts are inevitable



# Being a Better Main Street Board Member

- Know and understand the organization's:
  - Budget
  - Work plans, goals and objectives
  - Financial statements
  - IRS 990 tax return
  - Audit
  - Chain of command



# Individual Board Members Should:

- Participate in the program with their:
  - Time
  - Knowledge
  - Money or access to money
- Attend educational and training programs
- Ask questions



# Role of Board President

- Official representative, CEO, check signer
- Sometimes the spokesperson
- The Executive Director's supervisor
- Chairs Board meetings, sets agenda with ED
- Solves problems between board/staff, board/board, board/committee chairs
- Forges consensus, delegates responsibilities
- Appoints committee chairs
- Calls special meetings of the board
- Encourages everyone to attend trainings
- Works with the staff to solve problems



Other Roles in Main  
Street

Executive Director

Committees

Volunteers

Municipality

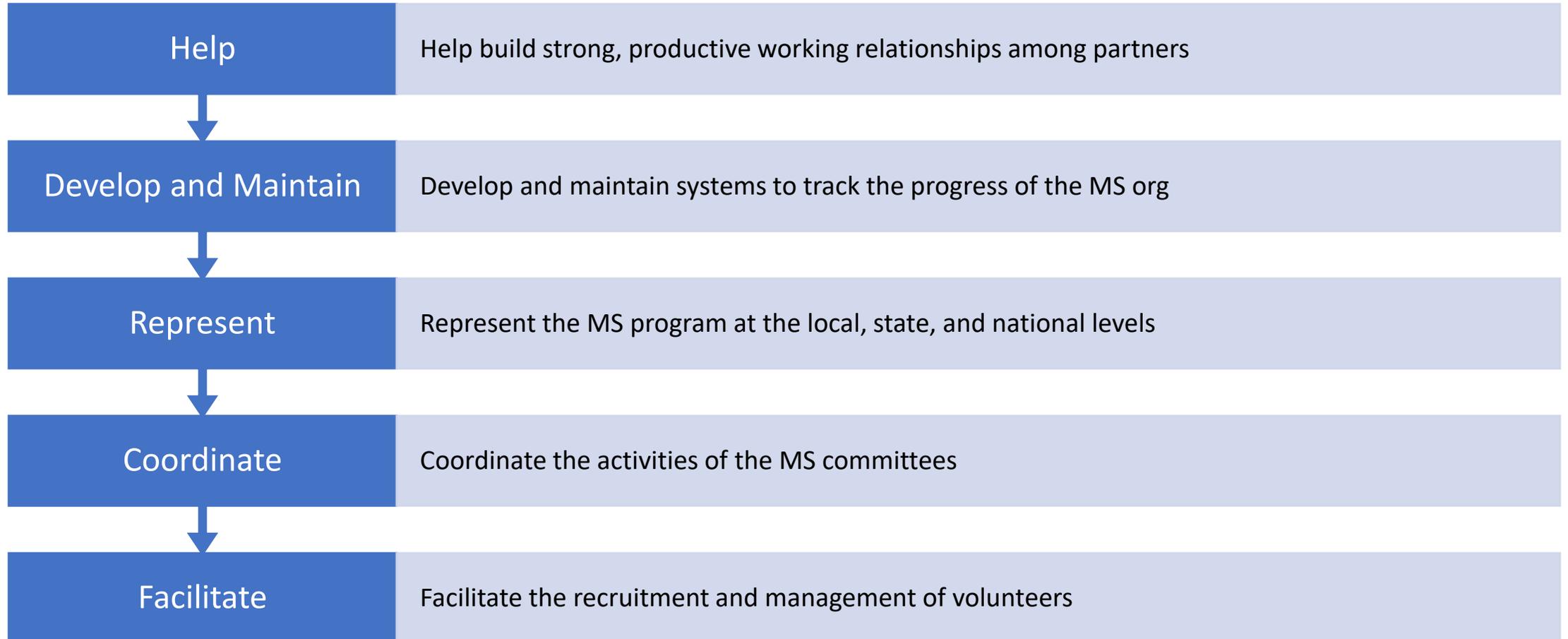
Business Owners



# Executive Director



# Executive Director





# Executive Director Supervises Staff, if any

- Hires additional staff as budgeted
- Manages staff on a day-to-day basis
- Coordinates staff responsibilities and hours
- Reviews staff at 90 days, 6 months, yearly
- Communicates with board on staff performance
- Fires staff if necessary, after discussion with board

# Executive Director

- **Executive Director is/does:**
  - Vision Caster
  - Delegator
  - Facilitator
  - Implementer of plan
  - Coordinator
  - Communicator with and among committees
  - Instigator
  - Quality Assurance
  - Double checker
  - Professional “nudge”
  - Supports the chair as spokesperson or serves as spokesperson
  - The orchestra conductor
  - Liaison with the city
  - Manages staff
  - Day to day administration
  - Oversees PR
  - Handles record keeping
  - Establishes strong relationships w/ other groups
  - Teach self help
  - Motivates volunteers
  - Become a leader in town
  - Be part of the team
  - Educate community about downtown issues
  - Works for the board, but is supervised by board chair
  - Be accountable to the board chair on a day-to-day basis
  - Attend all board and most committee meetings
  - Give credit to volunteers and leaders



# Executive Director

- **Executive Director is/does NOT:**
  - Not a fundraiser—that's the board's job
  - Take minutes at meetings—that is the secretary's job
  - Chair, lead or preside at meetings—that is the chair's job
  - Do the books—that is the accountant's or treasurer's job
  - Voice their own opinion publicly, unless it is consistent with the board's
  - Implement committee activities—that is the committee's job
  - Write the whole newsletter/website/eblast—that is everyone's job
  - Not going to come in and save the day
  - Not do everything
  - Not an event planner
  - Not an accountant
  - Not a superhero
  - Does not implement committee work



# Board Role in Managing Staff

- Board hires, rewards and terminates ED
- ED hires/fires rest of staff
- Board chair is day to day supervisor for ED



# Performance Evaluations

- At least annually, at a set time in the year
  - Should come before budget preparation
  - Should not be an “after thought”
- Entire board should review ED in writing – questionnaire
- Executive Committee should review written responses
- Board chair should conduct evaluation



# Being a Better Executive Director

Establish	Establish a line of communication with the board chair
Have	Have a mutually agreed upon list of tasks and who is responsible for what
Meet	Meet with board chair regularly
Have	Have lunch, dinner, drinks with ALL your board members at least once a year
Don't play	Don't play favorites
Ask	Ask board members to refer comments about your performance to board chair
Insist on	Insist on prompt evaluations, get help from Org. Committee



# Being a Better Executive Director

Review

Review your letter agreement/contract before performance review

Suggest

Suggest changes based on peer experience

Emphasize

Emphasize lessons learned from peers and training

- Board's job is to retain a quality ED
- Constant feedback
- Try to show appreciation, regularly
- Your ED is the biggest volunteer
- ED longevity is important
  - Turnover costs real money
  - Constant turnover looks bad
  - Does not promote a quality image



# Executive Director Retention



# Retaining Your ED

- Help the ED delegate tasks
- Keep current on salaries and benefits
- Stress professional development
- Offer more vacation and insist they take it
- APPRECIATE your biggest volunteer!

# Committees

- The Committees:
  - The volunteers
  - The energizers
  - The “boots on the ground” and make it happen team
  - The supporters
  - The collaborators
  - Implements plans with specific direction/tasks

\*Keep in mind -- Many orgs choose to organize committees under the four points, but this is not a requirement for it can create siloes and hinder collaboration



# Committee Chairs

- Reports up and down
- Ensures volunteers understand overall Main Street effort
- Seeks help from the board if task forces are floundering

# Volunteers

- Volunteers:
  - Potential future board/committee members
  - The storytellers
  - The “half-committed” members
  - The potential connections
  - The hands to help where needed

\*Keep in mind – it’s important to appreciate and encourage your volunteers and find ways to continually motivate them

# Municipality

- The Municipality:
  - Ultimately – you want them on your team. It will help with funding, advocacy, credibility, etc.
  - Make the mayor or town manager an ex officio on your board to help with communication and transparency

\*Keep in mind – it is important to show up to council meetings, public hearings, etc. to illustrate your presence in the community and ensure Main Street's voice is heard in major decisions.

# Downtown Business Owners

- **Downtown Business Owners**
  - The lifeblood of your downtown core
  - The supporters or naysayers
  - The event planners
  - The potential board or committee members
  - The economic vitality of downtown

\*Keep in mind – create spaces for business owners to network and connect with you and each other!



# Board Burn Out

Do not let a board member wear more than 2 hats

- As a board member and as one of the following:
  - Officer
  - Committee chair
  - Major event chair

Do not expect board members to give more than 4-10 hours a month exclusive of meetings

- Board members should have a life too

Questions?

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